Executive Summary

- Striving to be AFFTC Enterprise provider of IT products & services
- On course - progress slower than needed
- Stepping up the pace now
- Still face challenges

REENGINEERING INFORMATION TECHNOLOGY AT THE AFFTC

Col. Paul A. Law, Director

AFFTC/IT

Outline

- Why Change?
- Change History
- IT Standup Timeline
- Evolution of the IT Directorate
- Biggest Issues
- Challenges
- Wins

Why Change?

- Meet AFFTC Mission
  - Requires an Enterprise view
    - Corporate architectures & standards
    - Unified management approach
    - Process centered
  - Centralized control
    - Single point of contact for all IT products & services (277-3444)
    - IT Operations Center (ITOC)
- Treat IT assets like a weapon system
  - Consistent approach to Information Assurance (IA) and Information Protection Operations (IPO)
- Realize Savings
  - Reduce redundancy
  - Promote excellence

Change History

- 95 CS Reengineering (FY98)
  - Reduced manpower 47% from FY98 levels ($2.5M) – removed the military personnel (took manpower up front, did little to improve processes or service)
- Information Infrastructure Management RE (FY99)
  - Led by Lt Col Gail Dodson, over 9 months
  - Produced CIO Handbook
  - Established a set of detailed processes to manage the network
- Information Technology RE Team (FY00)
  - Led by Pete Martini over 2 months (4/00 to 6/00)
  - Validate CIO Handbook, increase reengineering scope to all IT
  - Objective is an IT management process that provides solutions that satisfy customer cost, schedule, and performance requirements.

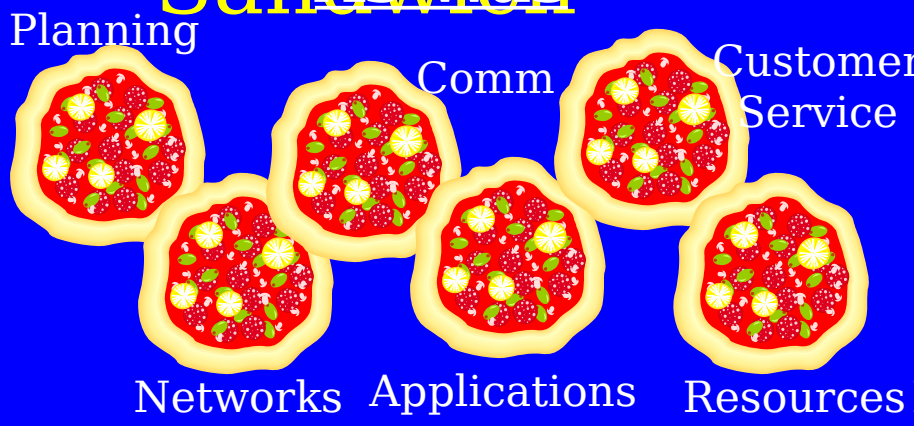
IT Standup Timeline

- 8 Jun 00 – CLC approves AFFTC/IT
  - AFFTC-level executing organization
  - Begin developing implementation plan, OCR
  - Begin selecting leadership for AFFTC/IT
- 7 Jul 00 – OCR submitted, revised 24 Aug 01
- 1 Aug 00 – Provisional standup
  - Leadership in place
- 5 Sep 00 – Operational Control Transferred
- 19 Mar 01 – OCR approved by AF/CV
- 6 Apr 01 – Deactivate 95 CS

The Evolution of the IT Directorate

From Mini Pizzas to a Meatball Sandwich

As-Was

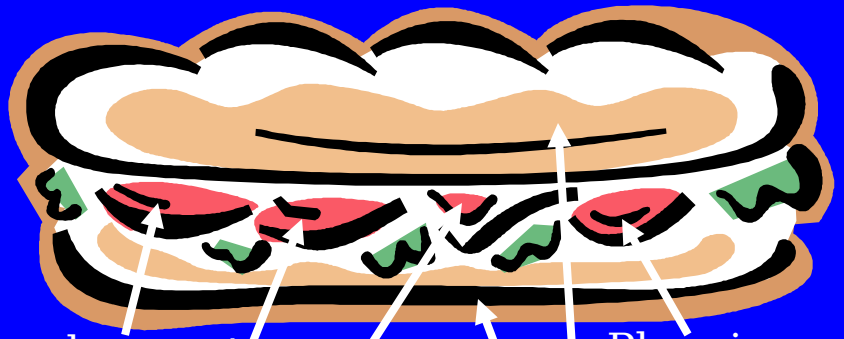


Development
Operations
Planning

Field Services
Customer Service
Resource Mgmt

Everyone does a little of everything:
Unclear responsibility
Difficult to focus
Redundancy & waste

To-Be



Everyone is focused on one thing:
Simplified responsibility
Focus on excellence
Efficiency

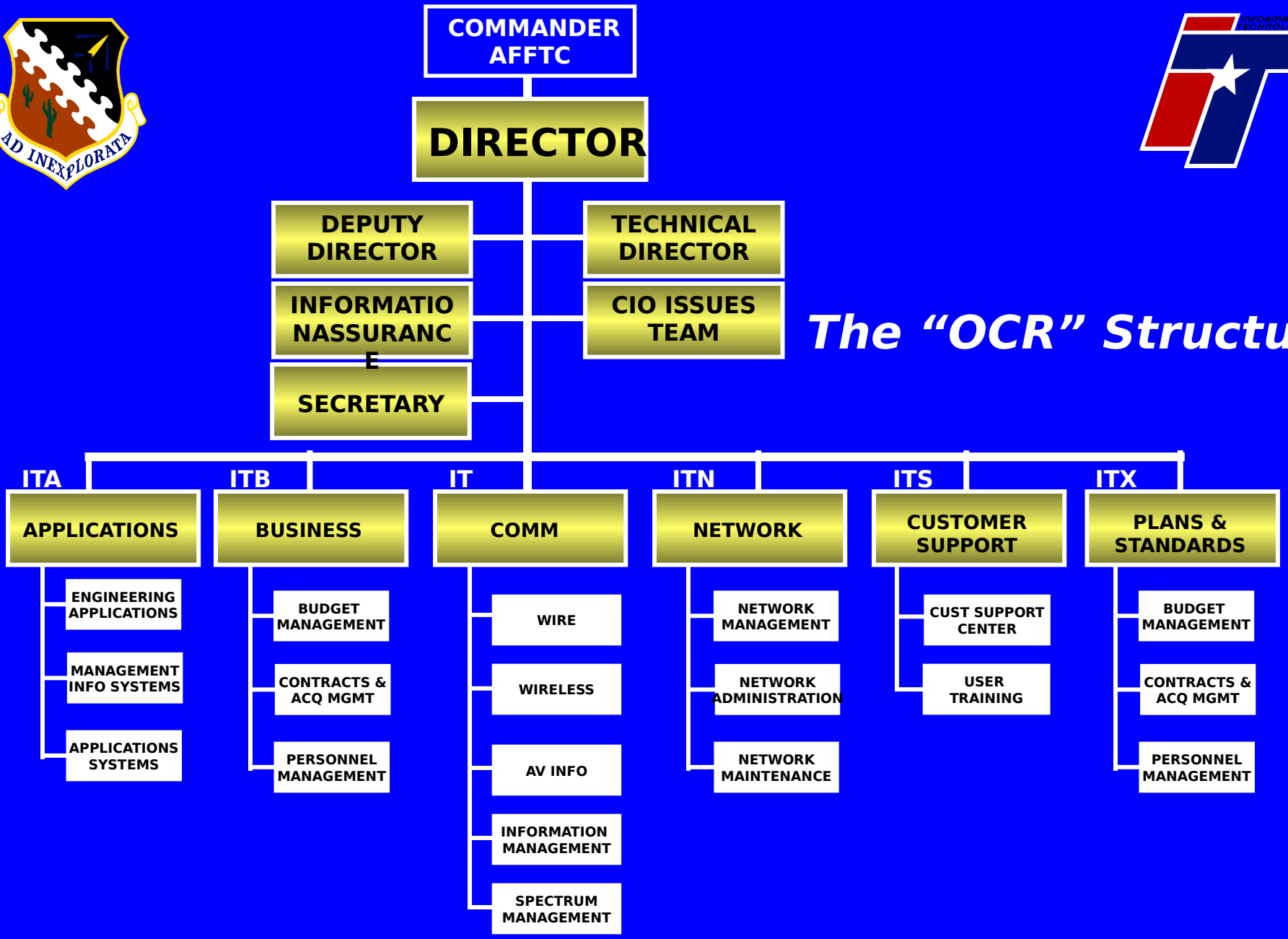
Why the Meatball Sandwich?

- IT Stand-up problems
  - OCR developed with little CS/other organizations' input
- Process re-engineering proceeded slowly
  - Focused on the Manage Customer Request process
  - Some quick wins (new processes) put in place
  - Most work still followed old process lines
  - Frustration levels climbed, IT looked better outside, but didn't feel better inside
- Grew from frustration, but
- Converged with process re-engineering efforts underway.

What the Meatball Sandwich Does

- Follows the “To Be” strategy
  - Implements a process-centric organization design
  - More efficiency, less duplication
  - More focus, less confusion, fewer food fights
  - Single-purpose work centers
  - Helps us right-size the work force
  - No “independent agents” – Divisions must team to meet customer requirements

The "OCR" Structure



COMMANDER AFFTC

DIRECTOR

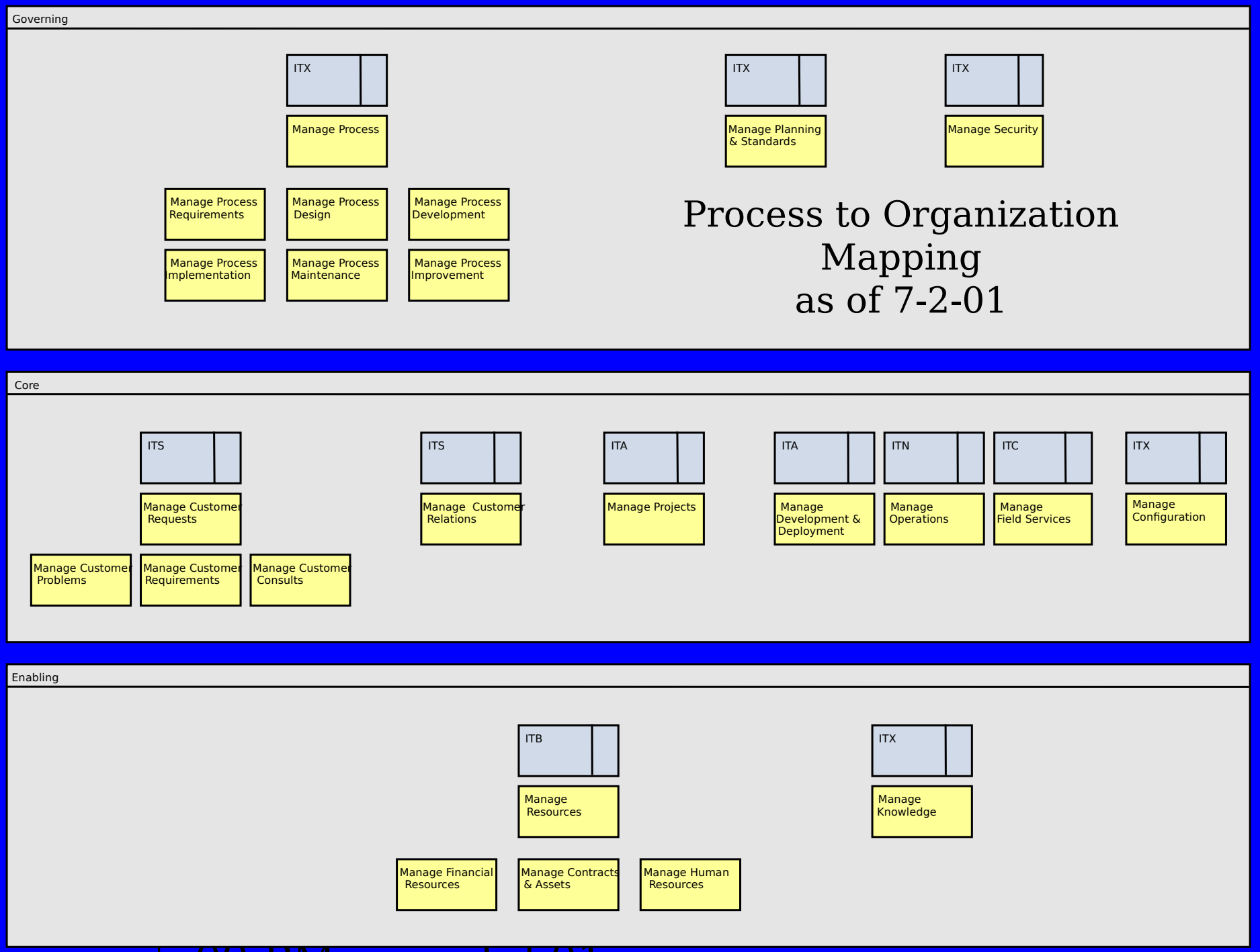
SECRETARY

DEPUTY/TECH DIRECTOR

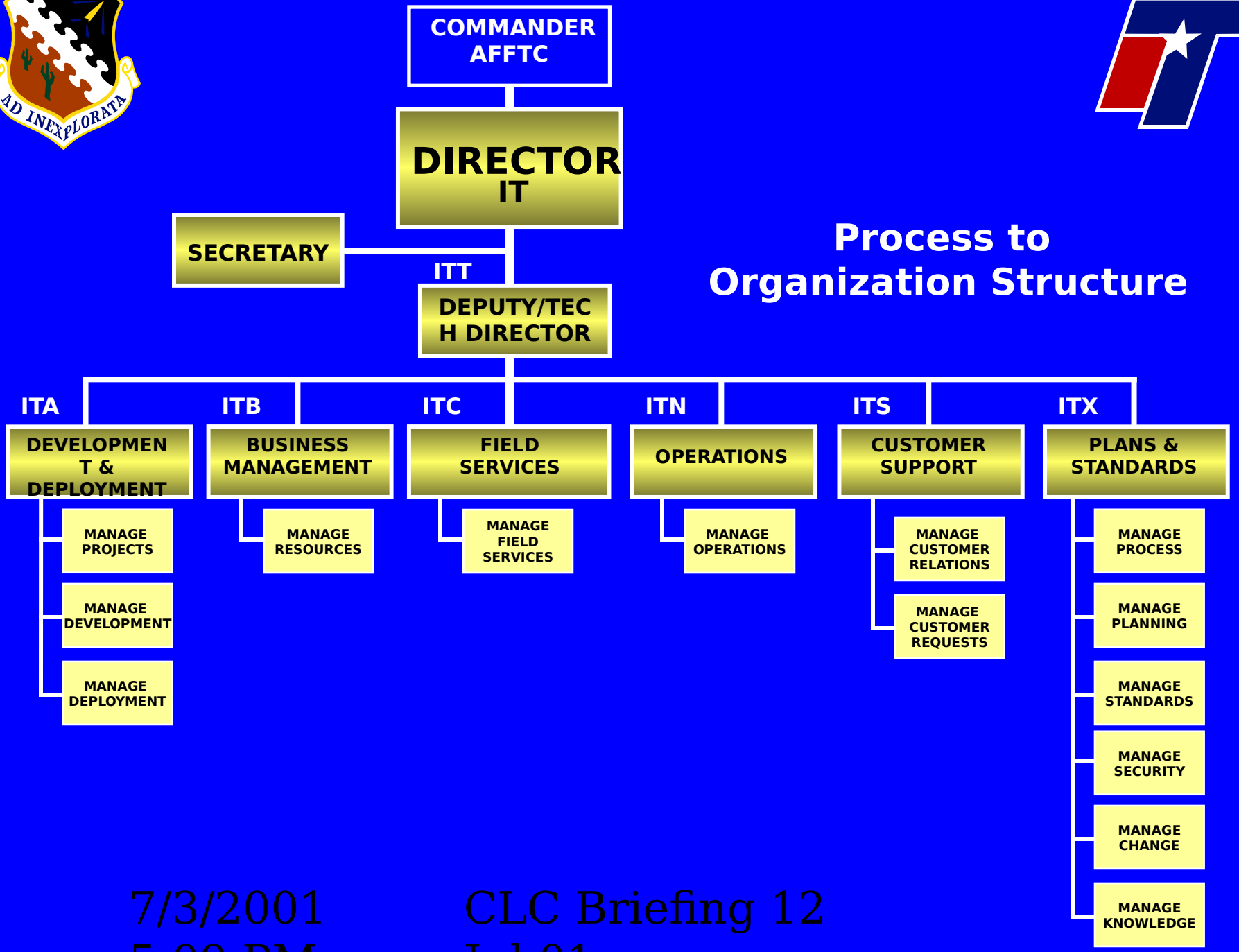
Tomorrow

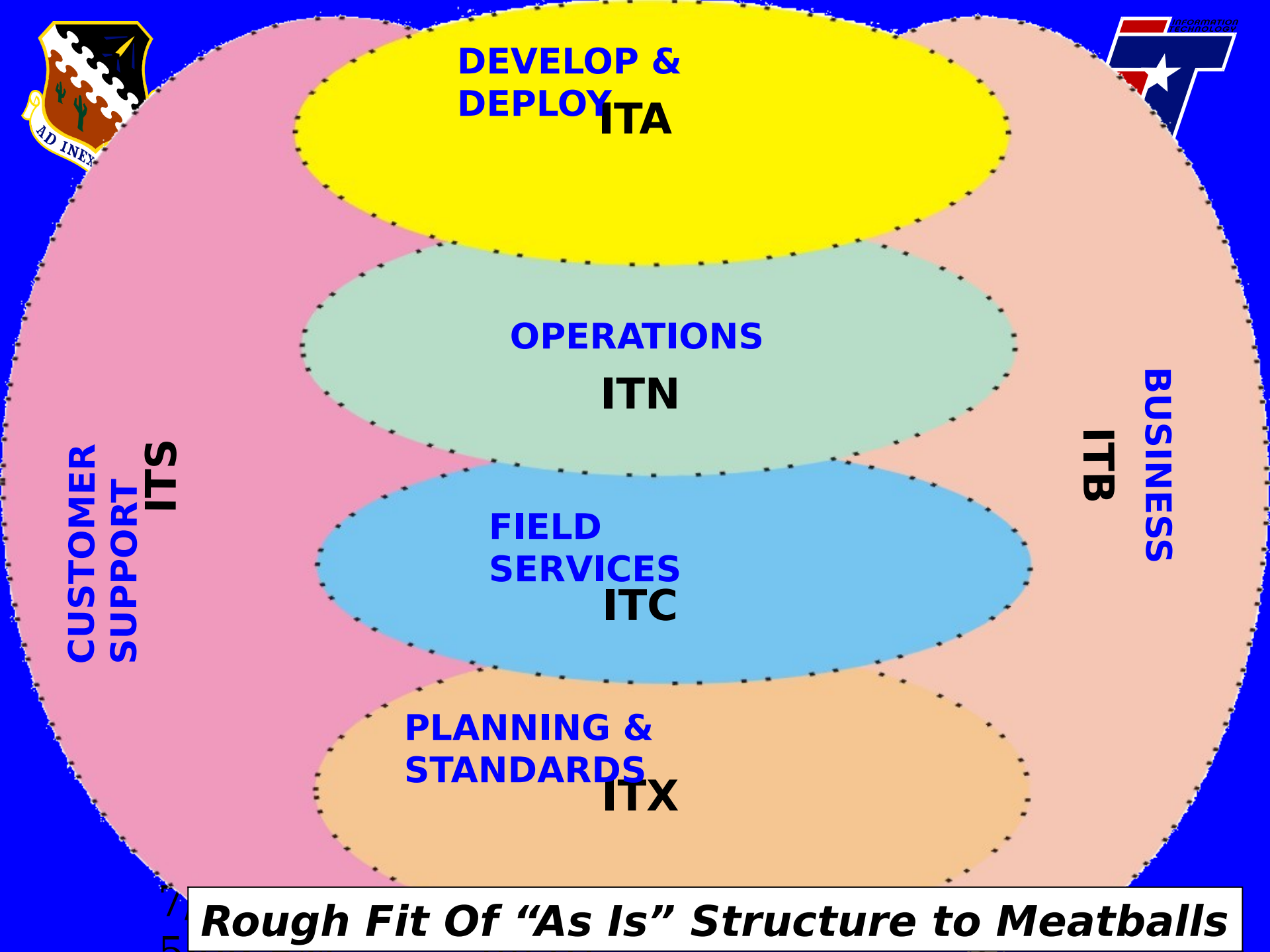
ITA	ITB	ITC	ITN	ITS	ITX
DEVELOPMENT & DEPLOYMENT	BUSINESS MANAGEMENT	FIELD SERVICES	OPERATIONS	CUSTOMER SUPPORT	PLANS & STANDARDS
APPLICATIONS	BUDGET MANAGEMENT	WIRELESS SYSTEMS	MGMT INFO SYST OPNS	AV / VTC / WEB OPERATIONS	INFORMATION MANAGEMENT
DATA MANAGEMENT	CONTRACTS & ACQ MGMT	MAINTENANCE CONTROL	IT SYSTEMS OPERATIONS	CUST SUPPORT CENTER	SYST ENGR/ ARCHITECT
IT DEPLOYMENT	METRICS MANAGEMENT	SYSTEMS COMPONENTS MAINTENANCE	IT OPERATIONS CENTER	INVENTORY MANAGEMENT	INFORMATION ASSURANCE
IT SYSTEMS	PERSONNEL MANAGEMENT	TRANSMISSION MEDIA MAINTENANCE	IT STATUS MANAGEMENT	SYSTEMS INTEGRATION	IT SYSTEMS PLANS
				USER TRAINING	PROCESS INTEGRATION
					STANDARDS & EVALUATION

ORGANIZING TO MEET CUSTOMER REQUIREMENTS

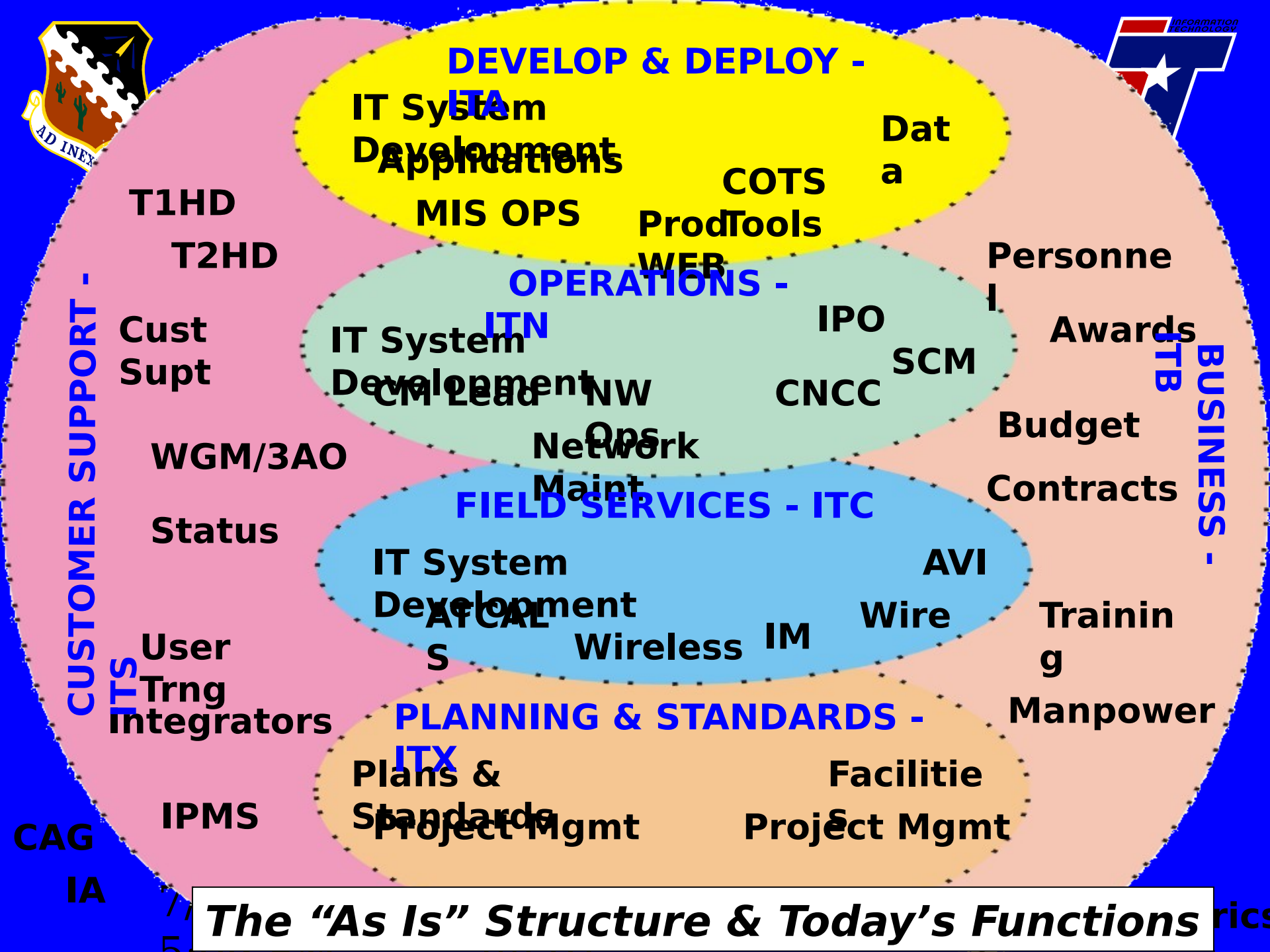

Governing
ITX
Manage Process
Manage Process Requirements
Manage Process Design
Manage Process Development
Manage Process Implementation
Manage Process Maintenance
Manage Process Improvement
ITX
Manage Planning & Standards
ITX
Manage Security
Process to Organization Mapping
as of 7-2-01
Core
ITS
Manage Customer Requests
Manage Customer Problems
Manage Customer Requirements
Manage Customer Consults
ITS
Manage Customer Relations
ITA
Manage Projects
ITA
Manage Development & Deployment
ITN
Manage Operations
ITC
Manage Field Services
ITX
Manage Configuration
Enabling
ITB
Manage Resources
Manage Financial Resources
Manage Contracts & Assets
Manage Human Resources
ITX
Manage Knowledge

Process to Organization Structure

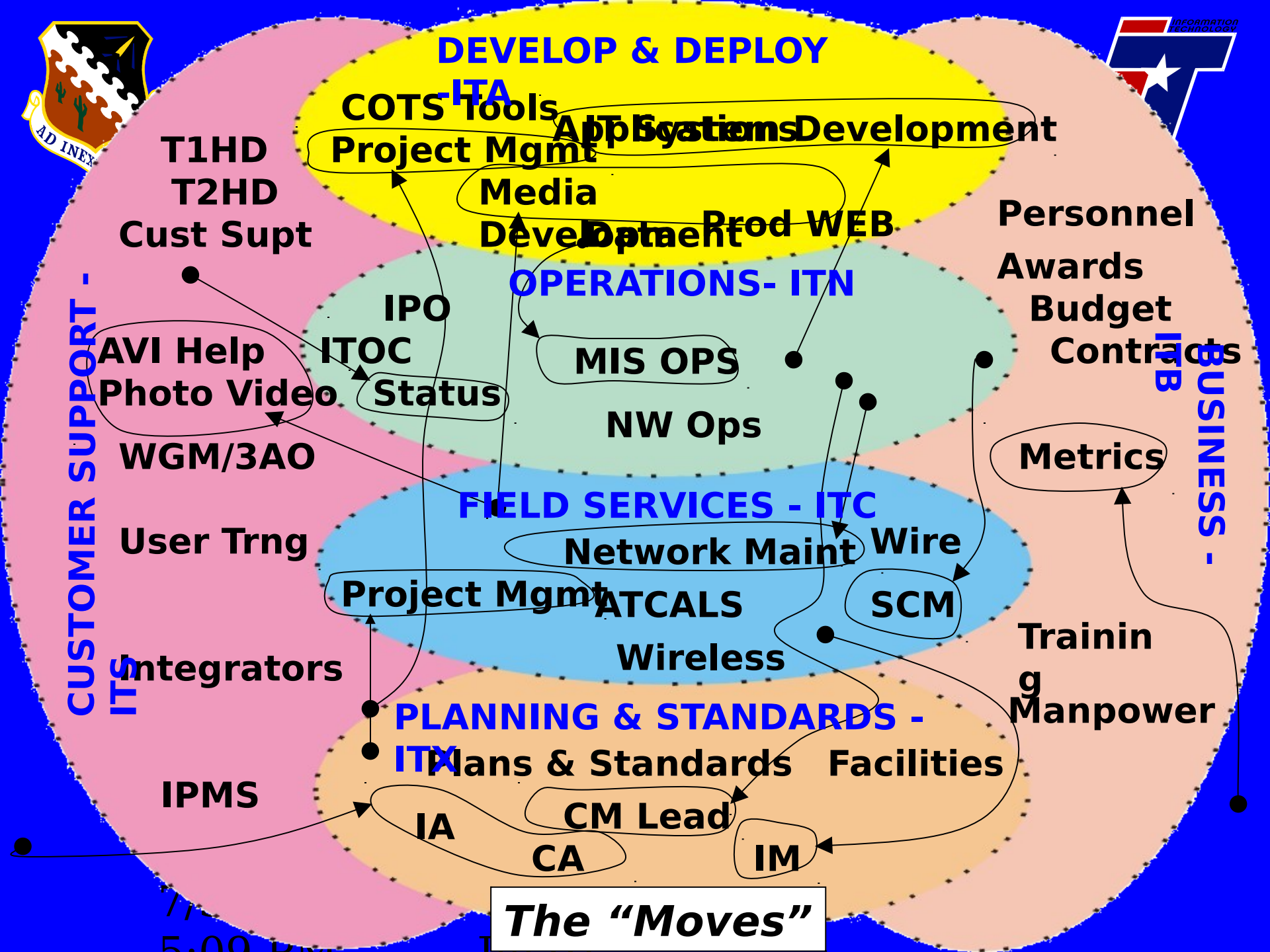


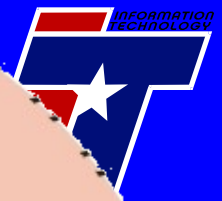


Rough Fit Of "As Is" Structure to Meatballs



The "As Is" Structure & Today's Functions


DEVELOP & DEPLOY - ITA
COTS Tools
Project Mgmt
Application Development
Media Development
Prod WEB
CUSTOMER SUPPORT - ITS
T1HD
T2HD
Cust Supt
AVI Help
Photo Video
WGM/3AO
User Trng
Integrators
IPMS
OPERATIONS- ITN
IPO
ITOC
Status
MIS OPS
NW Ops
FIELD SERVICES - ITC
Network Maint
Project Mgmt
ATCALS
Wireless
PLANNING & STANDARDS - ITX
Plans & Standards
IA
CM Lead
CA
IM
BUSINESS - ITB
Personnel
Awards
Budget
Contracts
Metrics
Wire
SCM
Training
Manpower
Facilities
The “Moves”



DEVELOP & DEPLOY - ITA

IT Systems & Application Development

Media/Web Development

Data Management

COTS Tools

OPERATIONS - ITN

Info Tech Management (ITCC)

Operations Center

Info Systems Operations

Information Protection

Operational Status

FIELD SERVICES - ITC

Project/Installation Management

Network, Wire, Small Computer Maint

Wireless Systems

ATCALS

PLANNING & STANDARDS - ITX

Plans

Standards, Policy, & Configuration

CIO Agreements

Info Assurance

Information Management

Process Integration

CUSTOMER SUPPORT - ITS

Customer Support

Tier 1& 2 Help Desk

AVI

Photo

Video

User Training

Integrator Mgmt

WGM/3AO Mgmt

IPMS

BUSINESS - ITB

Personnel

Awards

Budget

Contracts & Acquisitions

Metrics

Manpower

Training

The "To Be" Structure & Services Alignment

Biggest Issues

- One AFFTC IT Organization
  - Several exist and compete for limited resources
  - One of the primary reasons AFFTC/IT was formed
- Proposed Competitive Sourcing & Privatization Study in 03 (A76)
  - Conflicts with AF/CV Test Period (OCR Approval)
  - Insufficient resources to do test & study
- Select New Director
  - AFFTC CIO
  - AFMC Info Mgmt Mission Area COO
  - Director

The AFFTC/IT Director

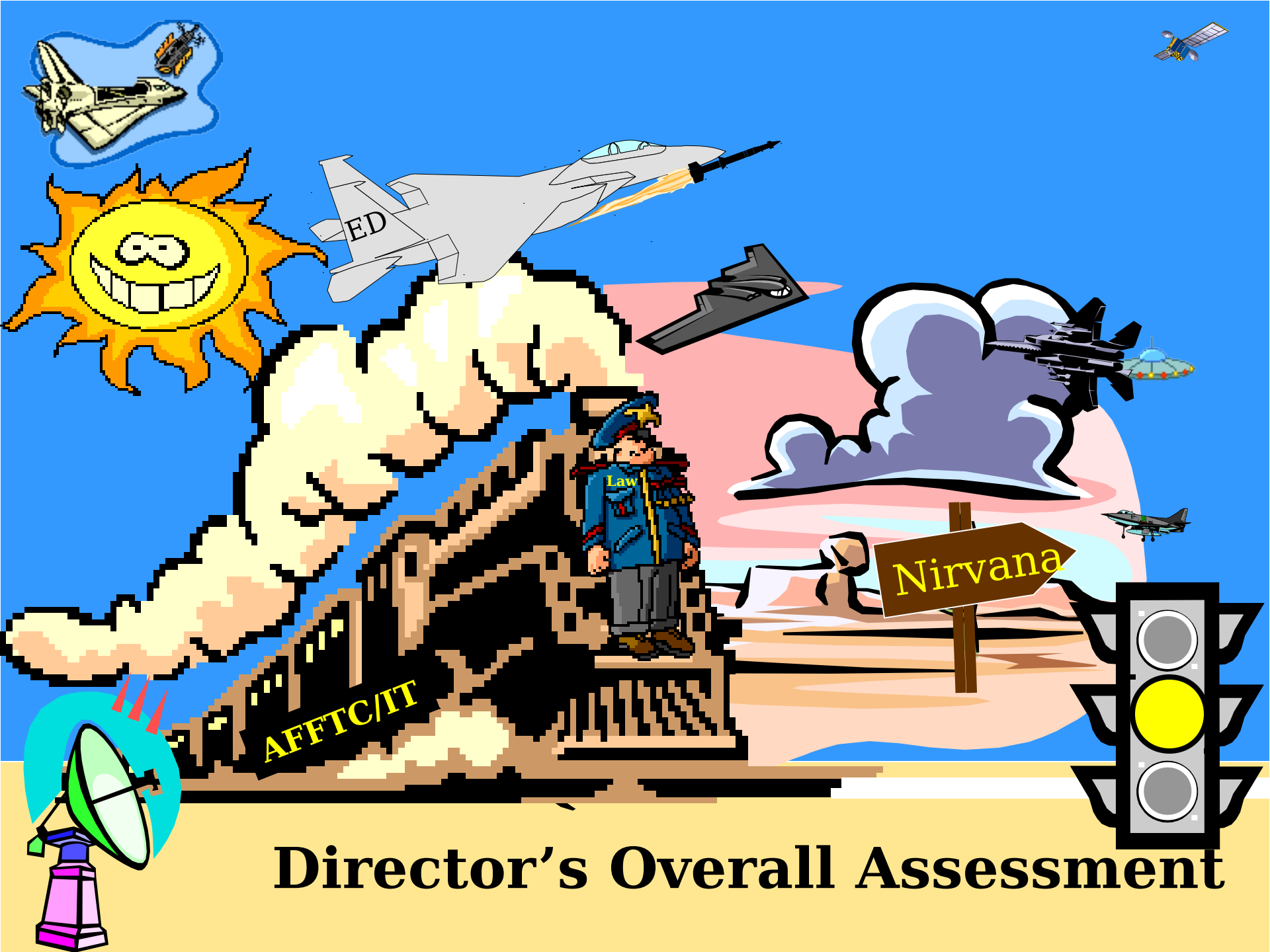
- CIO
  - Responsible for the Enterprise view of IT
  - Sets IT Vision, Strategy, Goals, Policy & Objectives
  - IT Expert, Advises AFFTC/CC
  - Ensures alignment with AFMC CIO direction
- COO
  - Manages Core Infrastructure
  - Executes AFMC IMMA Plans & Programs
- Director
  - Implements Strategy, Goals, Objectives
  - Develops Architecture, Plans
  - Operates the IT Enterprise

Challenges

- Becoming Process-Centered
  - Conceptual conflicts
    - Functional mindset
    - IT is executing, not staff function
    - Fundamental change at every level
  - Resource conflicts
    - Taking RE effort “out-of-hide”
    - Priority – short-term or long-term?
  - Emotional conflicts
    - Change
    - Uncertainty, status, career concerns

Wins

- LMR Augmented by Commercial Service
  - Better service, more users
  - Cost avoidance FY05-06 $1.75M/yr
- Buy-IT
  - One-stop purchasing for IT items
  - No-wait for approval on standard items
- Ex-IT
  - One-stop turn-in of old IT equipment
  - Recycle reusable items
  - Older stuff goes directly to schools via CRDA



Director's Overall Assessment